

DOE Office of Environmental Management Project and Contract Management Improvement Timeline

Improving DOE contract and project management is a top priority of the Department's senior management and entire organization. The DOE Office of Environmental Management (EM) has put in place a "Roadmap" for Journey to Excellence that sets specific performance expectations for continuous improvements in contract and project management. Following are some highlights of EM's improvement actions over the past five years.

In 2006, the National Academy of Public Administration (NAPA) began a study of EM, which included acquisition and project management among its key focus areas. The resultant report from the study, "Managing America's Defense Nuclear Waste," was published in December 2007. The NAPA Panel, a government-wide recognized expert, noted that its study was taking place coincidentally as significant ongoing acquisitions and in the wake of program modifications to the acquisition and project management process. In the report, the NAPA Panel recommended complimentary improvements including standardization and integration of project performance management tools across the complex, implementation of "Best-In-Class" project and contract management standards, use of project-specific success metrics, evaluation of the existing project contingency policy, and use of case studies as a training tool. All of the NAPA recommendations complimented the ongoing changes and stepped up the impetus to move forward in implementation.

In February 2007, EM partnered with the U.S. Army Corps of Engineers to establish the enhanced capabilities and transform EM into a "Best-In-Class" project and contract management organization. Assessments were conducted across sixteen EM sites using twelve management criteria specifically designed to assess project and contract management capabilities as well as how DOE-EM projects and sites actually function. Those assessments were completed in October 2007 and the associated Best-in-Class Corporate Implementation Plan (CIP) was completed in March 2008. Through the CIP, EM implemented improvements in project controls, baseline management, cost estimation, change control, and schedule management. The successful completion of the implementation resulted in increased Federal ownership of EM projects, standardization of EM processes, clear communication of requirements and policy to EM personnel, and the identification and institutionalization of best practices across the EM complex.

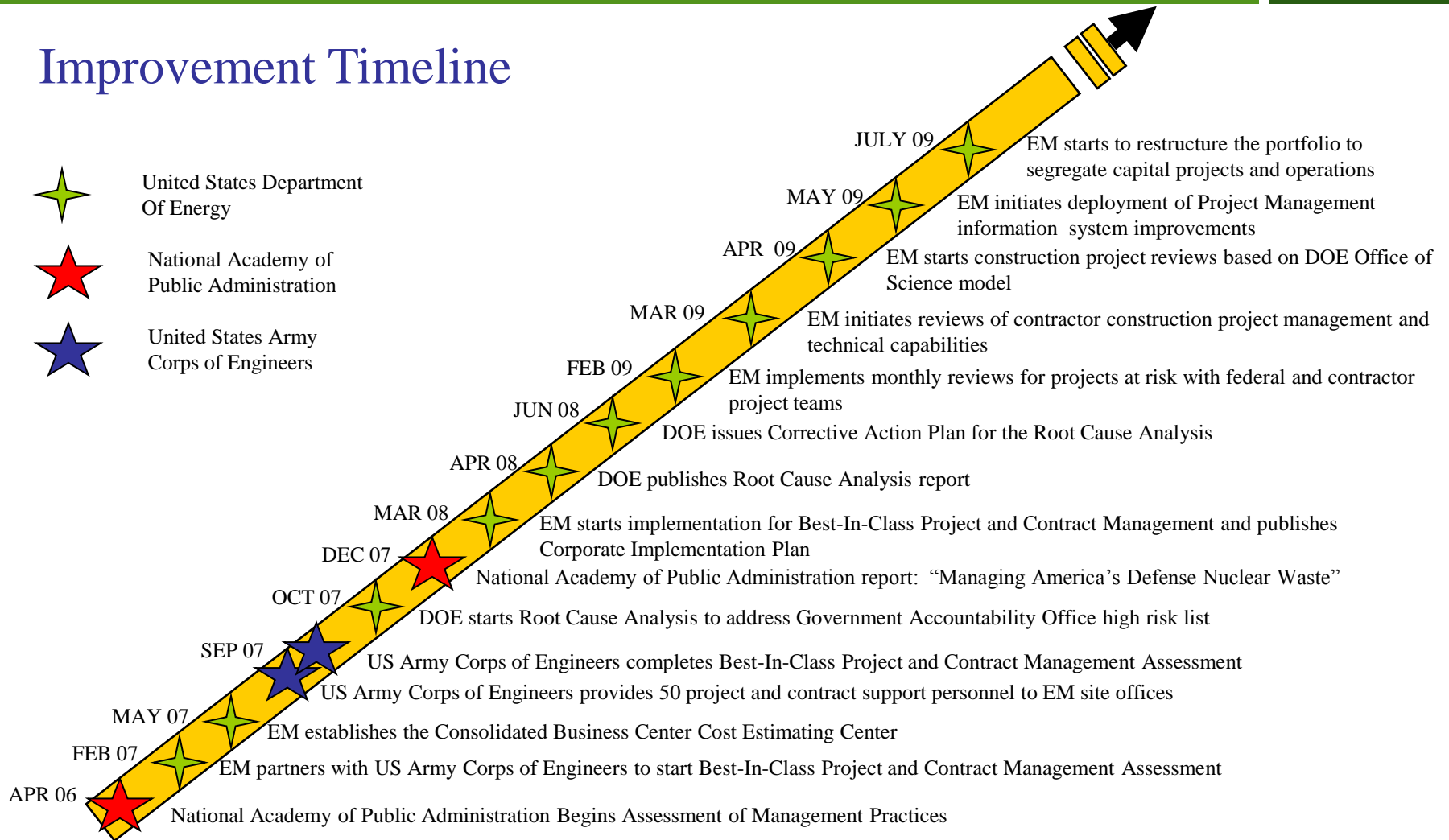
In October 2007, as part of an effort to translate the project and contract management reforms to the Departmental level, a detailed analysis of the root causes contributing to less than satisfactory project performance was conducted, and a Corrective Action Plan (RCA-CAP) developed in July 2008. In 2009, EM began implementing additional measures targeted at project and contractor performance, including monthly senior management reviews for projects at risk, evaluation of contractor construction project management and technical capabilities, comprehensive construction project status reviews based on the successful model used by the Office of Science, and deployment of a new project management information system for analysis of project performance.

In December 2010, DOE conducted a Contract and Project Management Summit for focusing attention on challenges that may require further improvement. The challenge areas identified included: Project and Contract Alignment and Change Control including "Truing-Up" Contracts, Program/Project Prioritization

and Funding Alignment; Contract Administration including Surveillance, Monitoring, and Oversight;
Roles and Responsibilities of Contracting Officers and Contracting Officer Representatives;
Accountability – Aligning Incentives; and Adequate Project and Contract Management Staffing.

Journey to Excellence Goal 6: Improve Contract and Project Management

Improvement Timeline



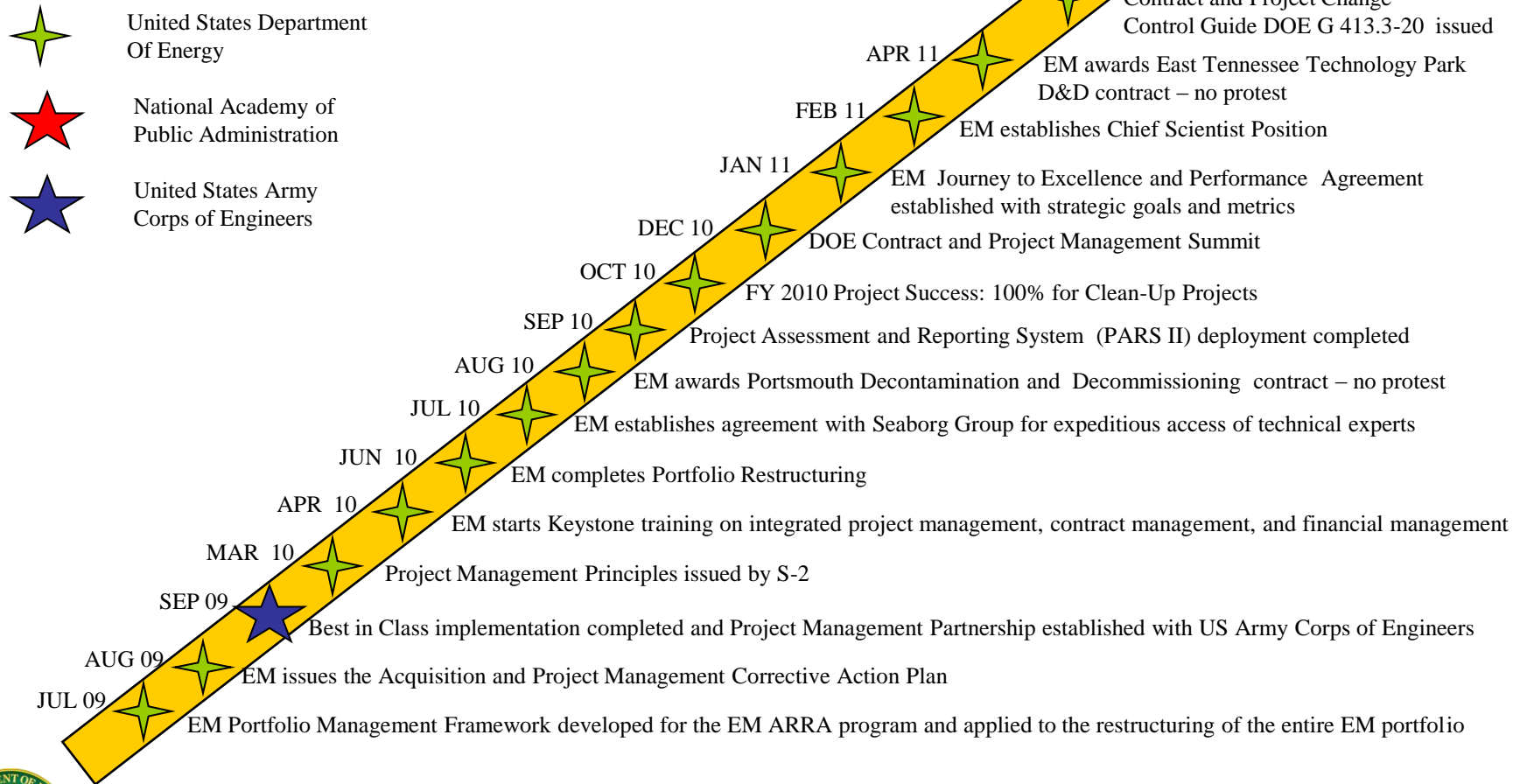
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